



# Newfoundland Labrador

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**PUBLIC SERVICE SECRETARIAT**

**2005-06 ANNUAL REPORT**

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MAY 2007

***EXCEPTIONAL PEOPLE.....EXCEPTIONAL PUBLIC SERVICE.***

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**EXCEPTIONAL PEOPLE ..... EXCEPTIONAL PUBLIC SERVICE.**

## Message from the Minister



As President of Treasury Board, I hereby submit the annual report for the 2005-06 fiscal year. In accordance with the *Guidelines for Annual Performance Reports for Category 2 Government Entities*, my signature is indicative of the Secretariat's accountability for the results and any variances explained herein.

The key focus of the Secretariat is strategic human resource management, which is aimed at ensuring that Government's human resource programs and services are positioned to serve and support Government's stated priorities and will ultimately result in the delivery of exceptional programs and services to the public.

As President of Treasury Board, I thank all employees of the Secretariat for their professionalism and dedication.

THOMAS W. MARSHALL, Q.C.  
Minister of Finance  
and President of Treasury Board

## Departmental Overview

The Treasury Board Committee of Cabinet is responsible for matters relating to the financial management of the province, administrative policy in the public service, and personnel management for the public service.

The Public Service Secretariat leads the development of initiatives and strives for continuous improvement in the area of strategic human resource management within Government.

In 2005-06, the Public Service Secretariat had 54 employees, six of which were employed under the Opening Doors Program. All employees were located in the Confederation Building.

## Vision

**EXCEPTIONAL PEOPLE ..... EXCEPTIONAL PUBLIC SERVICE.**

## Mission

*THE PUBLIC SERVICE SECRETARIAT WILL PROVIDE LEADERSHIP IN THE DEVELOPMENT OF A SERIES OF STRATEGIES AIMED AT CREATING AND ENHANCING THE HUMAN RESOURCE CAPACITY TO DELIVER EXCEPTIONAL PROGRAMS AND SERVICES.*

## Lines of Business

The Public Service Secretariat's lines of business reflect broad responsibility for strategic human resource management. In fulfilling this responsibility, the Secretariat plays two complementary roles across all its lines of business:

- effective *management* of its human resource policies, programs and services; and
- *leadership* in initiating and developing human resource practices and services that support the overall effectiveness of Government.

Communications also plays a key role across all lines of business within the Secretariat. It is a vital tool that supports achievement of the Secretariat's goals.

The Secretariat has six lines of business:

### 1. HUMAN RESOURCE POLICY AND PLANNING

The Secretariat provides leadership, advice and consultation in the development and interpretation of human resource policy, government-wide human resource planning, and human resource management information systems.

## **2. LEARNING AND DEVELOPMENT**

The Secretariat provides learning and development opportunities to employees of the core public service (government departments and central agencies) based on the corporate planning and development priorities of Government as a whole.

## **3. EMPLOYMENT EQUITY FOR PERSONS WITH DISABILITIES**

The Secretariat provides advice and consultation to Government; cultivates and promotes liaison between Federal/Provincial Governments and community-based agencies; and provides information to, and communicates with, stakeholders on employment equity issues for persons with disabilities.

## **4. FRENCH SERVICES**

The Secretariat works with Government departments and agencies to support the planning and delivery of quality French-language services for the Francophone community and to support initiatives aimed at contributing to its development. Services include the French-language Training Program for Provincial public employees; coordination of translation and linguistic support services on behalf of departments, central agencies and other public entities; provision of liaison services to departments and Francophone community organizations; advice to Government on French-language issues; dialogue and cooperation with other Governments across the country; and support and guidance to the Minister responsible for Francophone Affairs.

## **5. COLLECTIVE BARGAINING / EMPLOYEE RELATIONS**

The Secretariat provides professional labour relations advice and services to establish and maintain a labour relations environment which facilitates the achievement of Government's objectives.

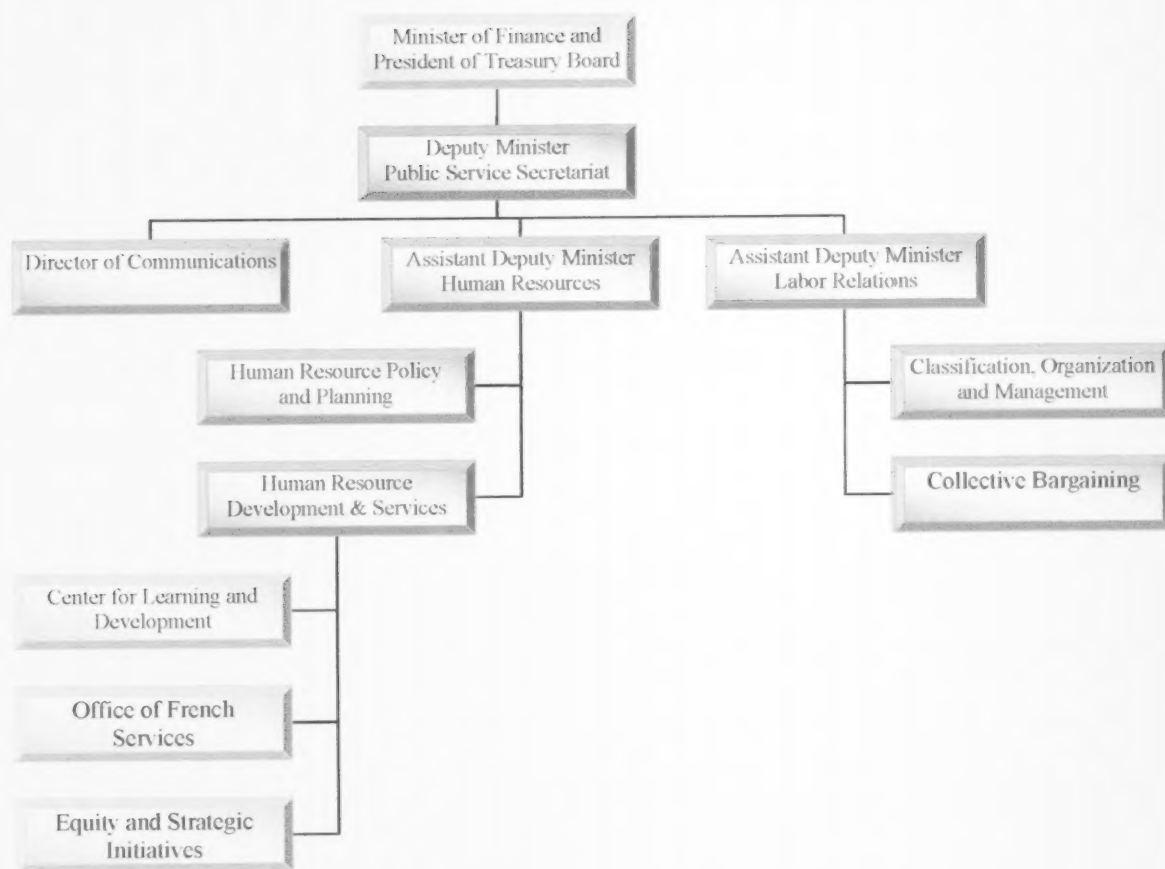
## **6. CLASSIFICATION, ORGANIZATION AND MANAGEMENT**

The Secretariat provides professional job evaluation, salary management and organizational design services with the aim of ensuring equitable and consistent compensation as well as supporting effective and efficient organization structures.



## PUBLIC SERVICE SECRETARIAT ORGANIZATIONAL CHART

Figure 1:



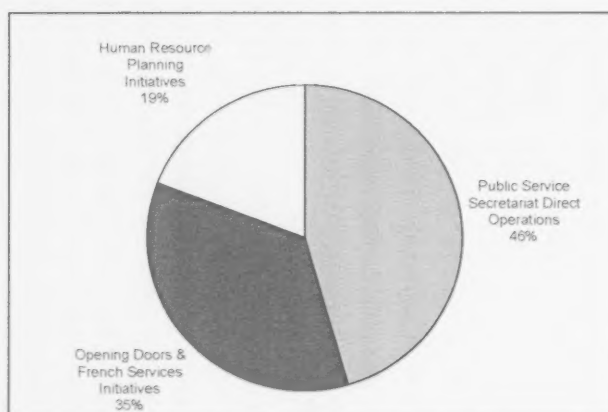
## Key Statistics

In 2005-06, employees of the Public Service Secretariat:

- engaged in negotiations and conciliation activities for 11 collective agreements;
- administered 34 collective agreements covering 35,000 employees;
- provided services to 1,107 persons with disabilities registered on the Employment Equity and Strategic Initiatives Division's Client Registry System;
- delivered disability management training to 189 Provincial managers;
- coordinated 216 translation requests and provided 111 instances of linguistic support to departments;
- awarded certificates to 220 Provincial and Federal Government employees for completing a course in the French-language Training Program;
- completed 798 classification reviews;
- analyzed and provided costing projections for 34 collective agreements covering 50 employers/organizations;
- offered approximately 297 learning and development workshops to 4,199 participants.

Figure 2 – Public Service Secretariat  
Expenditures 2005-06

The total net expenditures of the Secretariat for 2005-06 were \$5.7 million dispersed as follows: \$2.6M for direct operations, \$3.1M for Government-wide initiatives covering approximately \$2.0M for Opening Doors and French Services and approximately \$1.1M for human resource planning initiatives.



## Shared Commitments

The goals of the Public Service Secretariat are significantly influenced by the diverse needs of its broad clientele. Primary clients include Cabinet and the Treasury Board Committee of Cabinet, Provincial Government departments, central agencies and other public entities. In addition, the Secretariat works, interacts and/or partners with public sector unions, employee associations, public sector organizations and other Governments.

In 2005-06, the Public Service Secretariat provided leadership and support in the areas of human resource management, human resource policies and planning, learning and development, French services, employment equity for persons with disabilities, labour relations, job evaluation, salary management and organizational design services. To achieve its goals, the Secretariat worked closely with all departments and agencies.

As well, the Secretariat collaborated with departments and the Public Service Commission to continue implementation of *Creating Tomorrow's Public Service*, the human resource strategy for the public service.

The Secretariat also worked, where appropriate, with Federal Government departments to ensure that its mandate was met. This year, the Secretariat collaborated with the Federal Government to implement the Canada/Newfoundland and Labrador Labour Market Development Agreement (LMDA) and the Labour Market Agreement for Persons with Disabilities (LMAPD) to provide developmental job placements and employment services for persons with disabilities. Under the Canada/Newfoundland and Labrador Agreement on French-Language Services, the Secretariat worked with the Federal Government to support the planning and delivery of quality French-language services for the province's Francophone population and to support initiatives aimed at contributing to its development.

## Outcomes of Objectives

### 1. ENSURE GOVERNMENT HAS A HIGHLY COMPETENT WORK FORCE THAT IS SUSTAINABLE INTO THE FUTURE

Government continues to face the challenge of maintaining an effective public service at a critical point in the province's history. The current public service environment is characterized by resource constraints, community demands for more and better services, and rapid technological changes impacting how work gets done. Overlaid on all these factors are expectations for high performance from individuals, programs and departments. As well, the demographic profile of the province and the public service continues to age while the labour market for knowledge workers and others with highly valued skills will become more competitive. However, Government has to manage these challenges within its salary budget. Attention to strategic human resource management including succession planning, recruitment of new staff, and retention and development of existing staff will be critical to ensuring Government functions effectively.

The work of the Public Service Secretariat focuses on strategic human resource management where the quality of human resources and the contribution of its employees in the delivery of Government programs is key.

Employee development continues to be an essential success factor for the public service, particularly during times of major change. Development of a learning culture within the public service is part of the long-term vision of the Secretariat. For the past several years, departments have been required to prepare annual operating plans for the learning and development function.

As indicated previously, the Secretariat, in collaboration with departments and the Public Service Commission, continued implementing Government's human resource strategy, *Creating Tomorrow's Public Service*. The strategy focuses on four key issues: managing the human resource function; managing human resource supply/demand requirements; internal communications and work planning; and learning and development. Specific initiatives during the year included:

- introduction of an accountability framework for Government's human resource function;
- continued work on the pilot project to test a practical work planning process at the division and work unit level;
- ongoing concentration on corporate learning priorities in the areas of leadership and management development and executive development;
- a focus on enhancing analytical capacity;
- continued delivery of the Resource Management Package;
- further development of the integrated disability management strategy;
- continued collaboration with the Respectful Workplace Program of the Public Service Commission on roll-out of the Harassment and Discrimination Free Workplace Policy;
- ongoing efforts to ensure the integrity of data in Government's human resource information systems;



- establishment of a time reporting and leave management project team to develop the requirement for a Government wide integrated system;
- development of strategies and assistance to departments and central agencies for positions that present special recruitment and/or retention challenges; and
- continued efforts to improve internal communications.

## 2. EFFECTIVE MANAGEMENT OF HUMAN RESOURCE POLICIES, PROGRAMS AND SERVICES

During the year, the Secretariat engaged in negotiations and conciliation activities for 11 collective agreements affecting several sectors of Government services. The Secretariat also participated in arbitrations, settled grievances outside the arbitration process and facilitated operations of the bumping tribunal.

Classification activity continued with the completion of 798 classification reviews. The Secretariat also consulted on major issues affecting the classification of public service positions and position administration.

**798  
classification  
reviews completed**

Other notable activities during 2005-06 included:

- provided recommendations to Treasury Board on over 200 requests on issues such as the creation of new positions, and compensation of employees;
- completed a number of significant organizational design projects;
- consulted on the upgrade of the Position Administration System (a sub-system of the Genesys HRMIS (Human Resources Management Information System) ). The upgrade was operationalized in July, 2005;
- collected and compiled total compensation data for the broader public sector;
- provided consultative services to Government departments and the broader public sector on interpretation of compensation policies; and
- continued participation on the Atlantic Benchmark Committee, a partnership of the four Atlantic Provinces which is developing a database of comparative compensation information on key benchmark public service bargaining unit jobs. During 2005-06, system upgrades continued and benefit information is now available for most benchmark jobs.

The following highlights the Secretariat's employment equity and strategic initiatives activities for persons with disabilities. During 2005-06 the Secretariat:

- maintained 75 full-time permanent public service positions in various regions of the province through the Opening Doors Program;
- provided 22 persons with developmental job placements in Provincial departments through the Targeted Wage Subsidy Initiative;
- provided 26 post-secondary students with career-related work experience in Provincial departments through the Student Summer Employment Program;
- provided 36 referrals for Federal Government open job competitions within the province; and
- provided a range of job search and career counseling services to persons with disabilities, as well as job accommodation information and recruitment services to departmental managers, through the Enabling Resource Center.

The Secretariat also produced a handbook for managers and supervisors entitled "Valuing Differences – A Disability Reference Guide" which is designed to promote and increase disability awareness in the workplace and is a practical resource for enhancing human resource practices with respect to persons with disabilities.

**Valuing  
Differences**

During 2005-06, the Secretariat continued French-language training programs for employees and delivered translation and linguistic support services. In addition, the Secretariat:

- conducted significant liaison activities between Government and the Francophone community;
- participated in several inter-Governmental projects including a research project on contributions to the development of Canada's minority Francophone communities and production of an educational poster and teacher's guide on Canada's Francophonie;
- posted a new bilingual web site;
- initiated work on an approach to increasing on-line content in French on Government's web site;
- organized and facilitated consultations between departments and the Francophone community on issues such as immigration, early learning and daycare; and
- presented eight participants from the French-language Training Program with accreditation in Federal bilingual proficiency testing.

### New Bilingual Web Site

## Opportunities and Challenges Ahead

Priorities for human resource management over the next several years include:

- continued implementation of *Creating Tomorrow's Public Service*, the integrated human resource strategy for the public service;
- development of additional corporate human resource plans aimed at creating and enhancing the human resource capacity of Government to deliver exceptional programs and services;
- leadership in initiating and developing human resource practices and services that support the overall effectiveness of Government;
- continued leadership in identifying and providing learning and development opportunities to employees based on the corporate planning and development priorities of Government;
- attention to Government's internal processes such as organizational design and business process redesign;
- ensuring the availability/development of employees with the knowledge, skills and abilities Government will need into the future;
- enhancing accountability for strategic human resource management in Government;
- progressing from the current pilot project on work planning to service-wide implementation;
- continued attention to developing consistent management practices across Government and to leadership development in the financial, information technology and human resource functions;
- negotiating the remaining collective agreements;
- increasing awareness of the potential contributions of persons with disabilities within the public sector;
- developing and maintaining policies on French-language training and on-line content in the French language on Government's web site; and
- continuing inter-Governmental cooperation in the area of Francophone affairs.

## Financial Statements

**Department of Executive Council  
Public Service Secretariat  
Statements<sup>1</sup> from the Report on the Program Expenditures and Revenues  
of the Consolidated Revenue Fund for the year ended  
31 March 2006**

	Actual	Estimates	
		Amended	Original
	\$	\$	\$
<b>PUBLIC SERVICE SECRETARIAT</b>			
<b>PUBLIC SERVICE SECRETARIAT</b>			
<i>CURRENT</i>			
<b>3.1.01. EXECUTIVE SUPPORT</b>			
01. Salaries .....	228,613	232,200	167,200
02. Employee Benefits .....	-	300	300
03. Transportation & Communications .....	4,215	4,700	3,700
04. Supplies .....	1,735	2,100	1,000
05. Professional Services .....	873	4,500	5,000
06. Purchased Services .....	1,328	1,800	300
<b>Total: Executive Support</b>	<b>236,764</b>	<b>245,600</b>	<b>177,500</b>
<b>3.1.02. EMPLOYEE RELATIONS</b>			
01. Salaries .....	1,026,032	1,026,100	1,130,800
02. Employee Benefits .....	4,484	6,300	2,000
03. Transportation & Communications .....	20,003	57,700	59,200
04. Supplies .....	16,238	18,800	11,800
05. Professional Services .....	89,590	256,200	375,400
06. Purchased Services .....	17,534	48,200	48,200
07. Property, Furnishings & Equipment .....	3,630	3,900	-
<b>Total: Employee Relations</b>	<b>1,177,511</b>	<b>1,417,200</b>	<b>1,627,400</b>
<b>3.1.03. STRATEGIC HUMAN RESOURCE MANAGEMENT AND DEVELOPMENT</b>			
01. Salaries .....	1,031,689	1,038,400	963,200
02. Employee Benefits .....	17,654	19,800	10,000
03. Transportation & Communications .....	48,962	50,700	33,200
04. Supplies .....	28,807	31,100	22,500
05. Professional Services .....	-	2,000	5,000
06. Purchased Services .....	50,868	60,900	70,000
07. Property, Furnishings & Equipment .....	1,897	2,500	2,500
	<b>1,179,877</b>	<b>1,205,400</b>	<b>1,106,400</b>
02. Revenue - Provincial .....	( 4,000)	-	-
<b>Total: Strategic Human Resource Management and Development</b>	<b>1,175,877</b>	<b>1,205,400</b>	<b>1,106,400</b>

<sup>1</sup> All financial statements are unaudited

	Actual	Estimates	
		Amended	Original
	\$	\$	\$
<b>PUBLIC SERVICE SECRETARIAT</b>			
<b>PUBLIC SERVICE SECRETARIAT</b>			
<i>CURRENT</i>			
<b>3.1.04. OPENING DOORS</b>			
01. Salaries .....	2,401,538	2,771,600	2,771,600
02. Employee Benefits .....	55	400	2,000
03. Transportation & Communications .....	5,109	12,500	12,500
04. Supplies .....	1,819	10,000	10,000
05. Professional Services .....	-	15,000	15,000
06. Purchased Services .....	6,757	10,100	6,000
07. Property, Furnishings & Equipment .....	4,496	17,500	20,000
	<u>2,419,774</u>	<u>2,837,100</u>	<u>2,837,100</u>
01. Revenue - Federal .....	( 420,000)	( 420,000)	( 420,000)
<b>Total: Opening Doors</b>	<b>1,999,774</b>	<b>2,417,100</b>	<b>2,417,100</b>
<b>3.1.05. FRENCH LANGUAGE SERVICES</b>			
01. Salaries .....	512,551	513,100	435,600
02. Employee Benefits .....	2,363	3,000	3,000
03. Transportation & Communications .....	19,426	24,500	24,500
04. Supplies .....	14,946	20,200	22,400
05. Professional Services .....	71,079	71,200	138,500
06. Purchased Services .....	25,329	27,800	27,800
07. Property, Furnishings & Equipment .....	564	1,000	9,000
	<u>646,258</u>	<u>660,800</u>	<u>660,800</u>
01. Revenue - Federal .....	( 630,433)	( 484,200)	( 484,200)
02. Revenue - Provincial .....	( 47,420)	( 60,000)	( 60,000)
<b>Total: French Language Services</b>	<b>( 31,595)</b>	<b>116,600</b>	<b>116,600</b>
<b>3.1.06. HUMAN RESOURCE PLANNING INITIATIVES</b>			
01. Salaries .....	155,550	200,000	240,000
02. Employee Benefits .....	191,220	211,600	100,000
03. Transportation & Communications .....	283,640	300,000	100,000
04. Supplies .....	65,404	100,000	100,000
05. Professional Services .....	39,462	50,000	50,000
06. Purchased Services .....	405,823	946,900	1,235,000
07. Property, Furnishings & Equipment .....	28,370	31,500	15,000
<b>Total: Human Resource Planning Initiatives</b>	<b>1,169,469</b>	<b>1,840,000</b>	<b>1,840,000</b>
<b>TOTAL: PUBLIC SERVICE SECRETARIAT</b>	<b>5,727,800</b>	<b>7,241,900</b>	<b>7,285,000</b>
<b>TOTAL: PUBLIC SERVICE SECRETARIAT</b>	<b>5,727,800</b>	<b>7,241,900</b>	<b>7,285,000</b>